



MEMORANDUM

TO: Honorable Mayor Alex Penelas
Honorable Chairperson & Members
Board of County Commissioners

DATE: July 15, 2002

FROM: Steve Shiver
County Manager

SUBJECT: June 19th 2002 Strategic
Planning Event Update

On June 19, 2002 our County government held a landmark countywide community event at the James L. Knight Center culminating over nine months of outreach with our community. I would like to personally thank the Board of County Commissioners for all the support provided for our strategic planning event, and I would like to especially thank Mayor Alex Penelas and those Commissioners who were able to actively participate in the day's activities. Demonstrating the County's commitment to this important initiative is critical and your participation was vital to the success of this community event.

At the event, hundreds of community members, elected officials and County administrators worked together to refine 43 preliminary goals and expand on and prioritize hundreds of supporting action items. These preliminary goals were developed in alignment with the County's mission statement and priority strategic themes previously endorsed by this Board. These items were discussed in the six strategic area breakout sessions covering all services provided by Miami-Dade County. The following action items were identified by the participants as preliminary priorities, however, all the recommendations received will be considered. A more detailed report summarizing all recommended actions is attached for your information.

Economic Development:

- Promote growth in targeted industries: aviation, biomedicine, culture, education, film, entertainment, financial services, international commerce and tourism
- Coordinate County efforts to ensure consistency and effective planning
- Increase education and training efforts with a focus on skill based training, growth industries, information technology and public sector employment
- Improve infrastructure in low income areas to attract businesses into those areas

Health and Human Services:

- Provide integrated, neighborhood based, comprehensive, family focused, outcome driven and coordinated service delivery with dignity and respect for those who are being served
- Designate health and human services an essential service for the County (dedicated funding source)
- Provide affordable childcare and youth activities with flexible hours and quality, adequately paid staff

Public Safety:

- Create education programs for youth in custody on self awareness, self value, and self worth
- Create and consolidate information systems to the community to disseminate information
- Provide new facilities (police, fire, corrections etc.) infrastructure and human resources

Neighborhood and Unincorporated Area Municipal Services:

- Promote urban infill development and decrease urban sprawl
- Increase participation of local community and government organizations in planning, project development and assessment functions
- Provide proactive code education rather than reactive code enforcement and ensure that blighted and unsafe structures are handled expeditiously
- Increase and expand the maintenance of roads, pavement and drainage
- Identify funding to provide infrastructure in infill areas

Recreation and Culture:

- Provide access to cultural and recreational programs, services and facilities throughout communities by improving public transportation
- Develop additional cultural and recreational facilities throughout the County
- Provide for increased funding
- Promote audience development through arts and services educational programs
- Increase communication and community awareness through several mediums including developing a joint marketing plan

Transportation:

- Improve frequency and dependability of the transportation system
- Develop funding strategies for transportation solutions
- Address issues related to urban design
 - Encourage smart growth
 - Reduce dependency on automobiles
- Build mass transit on major corridors:
 - North-South Corridor (27th Avenue to County Line)
 - East-West Corridor
 - Cutler Ridge to Homestead Corridor
- Integrate the movement of cargo and baggage with the movement of people between the Airport and Seaport

While much has been accomplished, much remains to be done. County staff will now use the suggestions to draft specific recommended strategies to be undertaken over the next five years and develop measurable objectives so that we can track our performance. Guided by our community planning teams, these strategies and objectives will form the strategic plans in our six service delivery areas. We will also use the results of the event in combination with prior outreach results to assist us in refining our vision statement for the County; which we will bring back to you for approval in Fall 2002.

Ultimately all six plans as well as an "enabling strategies" plan for our internal services, such as finance, employee relations, procurement, fleet and facility maintenance, and information technology, will be prioritized and rolled up to our Countywide Strategic Plan. As County Departments undertake development of their business plans for Fiscal Year 2003-2004, they will be aligned with our Strategic Plan, resulting in a true blueprint for our future that reflects ***"The People's Vision: The County's Mission"***.

Ultimately, I hope this process will result in a strategic plan that can be embraced by every member of the Board of County Commissioners and the Mayor of Miami-Dade County. Thank you for your continued support.

- c: Honorable Joseph P. Farina, Chief Judge
Honorable Harvey Ruvin, Clerk of the Courts
Honorable Bennett Brummer, Public Defender
Honorable Katherine Fernandez-Rundle, State Attorney
Robert A. Ginsburg, County Attorney
Ira Clark, President, Public Health Trust
Robert Meyers, Executive Director, Commission on Ethics and Public Trust
Christopher Mazzella, Inspector General
Kay Sullivan, Clerk of the Board
Eric McAndrew, Chief Legislative Analyst